

# 2013 Public Health Annual Report



**Public Health**  
Prevent. Promote. Protect.

## **2013 Public Health Activities of Cambridge Health Alliance**

A Report to the Cambridge City Manager

January 15, 2014

**Cambridge Public Health Department  
Cambridge Health Alliance**

**CAMBRIDGE PUBLIC HEALTH DEPARTMENT**



Cambridge Health Alliance

## **Overview**

The Cambridge Public Health Commission, doing business as “Cambridge Health Alliance,” was established as a public authority on June 30, 1996 through a special act of the Massachusetts legislature. Prior to this event, The Cambridge Hospital and the public health department were owned and operated by the City of Cambridge.

The Cambridge Public Health Department enforces existing laws and regulations pertaining to public health, and has the statutory authority to make and enforce new public health regulations within the City of Cambridge. The Cambridge Public Health Department exercises its statutory authority under Massachusetts General Laws, chapters 111, 112, and 114. As a result of a Memorandum of Agreement signed in 1983, the city’s Inspectional Services Department assumes responsibility for several major categories of public health code enforcement.

### **Cambridge Public Health Department Governance**

Patrick Wardell serves as the Chief Executive Officer for Cambridge Health Alliance and the Commissioner of Public Health for the City of Cambridge. Mr. Wardell delegates the operation of the Cambridge Public Health Department to Claude-Alix Jacob, Chief Public Health Officer. The public health department is advised by the Cambridge Public Health Subcommittee of the Cambridge Health Alliance Board of Trustees, the Community Health Advisory Council, and through designated committees of the Cambridge City Council such as the Community Health, Environment, and Human Services committees. The Cambridge Public Health Department works closely with the City Manager, City Council, the School Committee, and all city departments. In 2013:

- CPHD staff provided updates to the Cambridge Public Health Subcommittee on a variety of departmental activities, including tobacco control, medical marijuana dispensaries, voluntary national accreditation, domestic violence model policies, substance abuse initiatives, and departmental responses to City Council policy orders. The Cambridge Public Health Subcommittee advises the Chief Public Health Officer about departmental priorities for health issues affecting Cambridge; serves as an advisory group to the Board of Trustees of the Cambridge Public Health Commission; and enhances linkages between the public health department and the Cambridge Health Alliance health care delivery system.
- Topics addressed at the bimonthly meetings of the Community Health Advisory Council included presentations about health care access, employee wellness, complex care and community, health disparities, and the Massachusetts Department of Public Health’s Prevention and Wellness Trust Fund. The Community Health Advisory Council provides input and recommendations to the Committee on Community and Public Health, a subcommittee of the Board of Trustees. The members are a diverse group of community leaders representing a wide variety of health and human service organizations. The council reviews key community health problems and the role of Cambridge Health Alliance in addressing these problems through collaboration with community partners.

## **Local Health Department Responsibilities**

There are approximately 2,700 health departments at the state, county, and local levels that are charged with addressing the public's health across the United States, according to the National Association of County and City Health Officials (NACCHO). In 2005, NACCHO developed an "Operational Definition of a Functional Local Public Health Department" outlining ten fundamental responsibilities of local public health departments. These responsibilities (often referred to as the "ten essential public health services") were developed within nationally recognized frameworks and with input from public health professionals and elected officials across the country. They are linked to the three core functions of public health (assessment, policy development, assurance) established by the Institute of Medicine in 1988. The ten essential public health services are:

1. Monitor health status to identify community health problems.
2. Diagnose and investigate identified health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure a competent public health and personal health care workforce.
9. Assess effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

The Cambridge Public Health Department, in partnership with the Cambridge Health Alliance Department of Community Affairs and the Institute for Community Health, ensures that these obligations are met by providing sophisticated public health and health promotion services to city residents, collecting and analyzing data, and developing programs in response to community-defined needs. In addition, Cambridge Health Alliance provides high quality health care to Cambridge residents of all backgrounds.

## **Cambridge Public Health Department Budget**

In fiscal year 2013, the Cambridge Public Health Department brought in approximately \$1.3 million in state, federal, and private foundation funding. The department's direct expense budget was \$5.4 million. In addition to direct expenses, the Cambridge Health Alliance provides substantial support to the Teen Health Center, Institute for Community Health, maintenance, utilities, and other overhead costs; and salaries for the school health medical director and infectious disease physician consultants. These direct and indirect expenses account for the \$6.5 million appropriation received from the City of Cambridge during this period.

# 2013 Spotlight: Health Department Launches Roadmap to Health Initiative & Pursues National Accreditation

## Introduction

The Cambridge Public Health Department launched a major initiative in 2013 to better understand the health needs of the community and to develop programs and policies to address these needs.

The “Roadmap to Health Initiative” is part of an effort by the health department to receive national accreditation and to transform the practice of local public health.

This aims to be a collaborative, participatory community process. The initiative brings together people who live or work in Cambridge, staff from community organizations, and city leaders to create a vision for a healthy Cambridge and make that vision a reality.

Key objectives for 2013–2014:

- Complete a comprehensive community health assessment that will identify the city’s strengths and challenges in providing a healthy environment for those who live, learn, work, and play in Cambridge.
- Complete a community health improvement plan that will serve as a blueprint for improving the health of the city over the next five years.
- Complete a departmental strategic plan.
- Apply to become a nationally accredited health department.

The initiative builds on the health department’s current and past successes in addressing the health needs of vulnerable populations, working in the community to change social norms, and advocating for policies and laws that make Cambridge a healthier place to live and work.

## Community Health Assessment

The Cambridge Public Health Department led a comprehensive community health assessment in 2013 to better understand the city’s most pressing health needs. This was an opportunity to engage a broad spectrum of the community in gathering information and input on a wide range of issues that have an impact on health.

To complete the Community Health Assessment, health department staff and partners:

- Organized focus groups to gather input from youth, seniors, immigrant women and families, men, American-born black adults, and low-income residents.
- Conducted interviews with civic leaders to gain their insights into health concerns and issues impacting Cambridge.
- Conducted a health survey to gather input from residents, workers, students, and other people who care about Cambridge. Over 1,600 people took the health survey.

- Examined the city’s overall health landscape, including health and safety data; residents' perceived quality of life; income and education levels; neighborhood safety; safe housing and workplaces; access to medical and dental care; policies, programs, and infrastructure that support healthy choices; and the city’s commitment to addressing health and socioeconomic disparities.
- Convened a multi-sector advisory group of city and community leaders in fall 2013 that offered input on the preliminary findings of the community health assessment. The 18-member Community Health Advisory Group will also be instrumental in developing the community health improvement plan for Cambridge.
- Organized a community event for human service providers and staff from other agencies to share preliminary findings from the report and solicit feedback and input for the forthcoming community health improvement plan. The December event was attended by 77 people.

A key partner in this effort was the Community Engagement Team (CET) from the Department of Human Service Programs. In addition to co-hosting the December event, CET recruited residents from diverse backgrounds to participate in focus group discussions and take the community survey.

The health department contracted with Health Resources in Action, a non-profit public health organization, to provide strategic guidance and technical assistance on the community health assessment process and produce the final report.

### ***Findings***

A diverse cross-section of Cambridge shared experiences and ideas with the department, and these community voices will help shape the city’s vision for a healthy Cambridge.

Key themes and conclusions from the forthcoming *2013 City of Cambridge Community Health Assessment*:

- Cambridge is a progressive, diverse, educated community with excellent amenities and services, although not all residents benefit equally.
- Cambridge is a health conscious community, but there are concerns about obesity and a need for more efforts to enhance healthy living.
- Substance use and mental health are concerns, as well as the need for related services.
- Immigrants, seniors, and low-income individuals are viewed as particularly at risk for poor health.
- City residents overall enjoy good health and access to high quality health care, but barriers still exist in accessing services.
- Increased collaboration across institutions in the community is seen as crucial for addressing community concerns.

## **Community Health Improvement Plan**

The Cambridge Public Health Department will complete a five-year Community Health Improvement Plan in 2014.

A community health improvement plan is a long-term, systematic effort to address public health problems based on the results of community health assessment activities and the community health improvement process.

This plan is used by health and other governmental, education, and human service agencies, in collaboration with community partners, to set priorities and coordinate and target resources.

A community health improvement plan is critical for developing policies and defining actions to target efforts that promote health. It should define the vision for the health of the community through a collaborative process and should address the gamut of strengths, weaknesses, challenges, and opportunities that exist in the community to improve the health status of residents.

## **National Voluntary Accreditation**

The Cambridge Public Health Department is seeking voluntary national accreditation as part of its broader initiative to strengthen agency performance, assure the quality of departmental services, and assure that health department activities reflect the needs of the community.

To receive national accreditation, state, local, and tribal health departments must undergo a rigorous, multi-faceted, peer-reviewed assessment process to ensure they meet or exceed the public health quality standards and measures set by the Public Health Accreditation Board.

Health departments seeking national accreditation must:

- Complete a community health assessment.
- Complete a community health improvement plan.
- Complete an organization strategic plan for the health department.
- Demonstrate conformity with the Public Health Accreditation Board's Standards and Measures.

National public health department accreditation consists of adoption of a set of standards, a process to measure health department performance against those standards, and recognition for those departments that meet the standards. Through this process, a public health department can identify performance improvement opportunities, enhance management, develop leadership, and strengthen relationships with members of the community.

### ***Benefits to Cambridge***

Adherence to national standards will benefit the Cambridge Public Health Department and the community in many ways, including:

- Ensuring that the health department and the city as a whole understand the needs of residents and can develop successful plans to address those needs.

- Providing a framework for the health department to provide the highest quality services possible.
- Enabling the health department to use existing resources wisely and position the city for future public health funding opportunities.

### ***Key Activities***

In 2013, the health department's management team and assigned staff were actively involved in preparing the department to apply for national accreditation. This effort was guided by an internal steering committee, with technical assistance from consultants. The department's Manager of Epidemiology & Data Services is responsible for coordinating the accreditation process.

In the spring 2013, the department established internal work groups to focus on five specific aspects of the accreditation process:

1. Community Health Assessment
2. Policies & Procedures
3. Quality Improvement and Performance Management
4. Staff Engagement
5. Workforce Development

Through these work groups, staff helped develop questionnaires for focus groups and recruit participants, designed and widely disseminated the health survey, promoted the "Roadmap to Health Initiative" on the department's website and through local media, and co-organized the December event for human service providers. The work groups also developed a staff workforce and quality improvement assessment survey tool, provided documentation for a number of PHAB standards and measures, completed a performance management self assessment tool, and collected and created policies and protocols. This team also began developing strategies for engaging all health department personnel in the accreditation process.

As of December 31, 2013, the department had completed the community health assessment and approximately half the required documentation for demonstrating conformity with the Public Health Accreditation Board's Standards and Measures.

## 2013 Highlights: Cambridge Public Health Department

Cambridge Public Health Department is a municipal health agency operated by Cambridge Health Alliance through a contract with the City of Cambridge. The department's mission is to improve the quality of life of residents and workers by reducing sickness and injury; encouraging healthy behaviors; and fostering safe and healthy environments. Service areas include communicable disease prevention and control, epidemiology, school health, environmental health, emergency preparedness, health promotion, and regulatory enforcement. The department is advised by the Cambridge Public Health Subcommittee, the Community Health Advisory Council, and the City Council's Community Health and Environment committees.

### *Selected 2013 Highlights*

- The Cambridge Public Health Department launched a major initiative in 2013 to better understand the health needs of the community and to develop programs and policies to address these needs. This initiative is part of an effort by the health department to receive national accreditation and to transform the practice of local public health.
- Cambridge was one of the six U.S. communities to receive the inaugural Roadmaps to Health Prize from the Robert Wood Johnson Foundation.
- The Tobacco Advisory Committee, co-facilitated by health department staff, made formal recommendations to the City Council to amend the city's tobacco ordinance to ban smoking in municipal parks, open spaces, hotels, and outdoor restaurant seating areas. The committee also recommended prohibiting the sale of tobacco in pharmacies and prohibiting the sale of e-cigarettes to minors.
- The department was awarded a three-year \$300,000 grant from the Massachusetts Department of Public Health to develop a regional approach to reduce opioid overdoses and prescription drug abuse in Cambridge, Somerville, Watertown, and Everett. This effort will be led by the Cambridge Prevention Coalition, which was integrated into the Cambridge Public Health Department in fall 2013.
- Public health nursing and school health staff launched a campaign at CRLS to motivate teenagers to get their flu shots. Culminating the effort, the health department held a one-day flu clinic at the high school and vaccinated 233 students, which was 13% of the student body.
- At the American Public Health Association annual conference in Boston, staff authored or co-authored 11 posters and presentations. In conjunction with the conference, the Men's Health League organized a symposium, "Fatherhood as a Public Health Priority," attended by 80 people.

## **Departmental Activities**

### **National Voluntary Accreditation**

- The Cambridge Public Health Department launched a major initiative in 2013 to better understand the health needs of the community and to develop programs and policies to address these needs. This initiative is part of an effort by the health department to receive national accreditation. (See “Spotlight” essay).

### **Boston Marathon Bombings & Aftermath**

- Department staff participated in the city’s response to the Boston Marathon tragedy and promoted online counseling resources for the community on the department’s website, including free group counseling sessions offered by Cambridge Health Alliance. In addition, Region 4b Medical Reserve Corps volunteers were among the first responders at the marathon bombing sites.

### **New Medical Director**

- Lisa Dobberteen, MD, a Cambridge Health Alliance pediatrician, was named medical director of Cambridge Public Health Department. Dr. Dobberteen will continue to serve as the medical director of the department’s School Health Program.

### **Public Toilets Initiative**

- As part of a work group led by the Deputy City Manager, staff designed and implemented multiple surveys to gather input from the community, human service providers, and businesses about public toilets in Cambridge.

### **Community Health Network Area 17**

- Health department staff served on the steering committee of Community Health Network Area 17 (CHNA 17), a regional community health network comprised of Cambridge and five neighboring municipalities. In 2013, the department funded two \$5,000 CHNA 17 mini-grants, which were awarded to East End House and CASPAR, Inc.
- CHNA 17 published a report on crime and safety in the five communities and presented findings in June.

### **Healthy Eating & Physical Activity**

- The health department and its partners are addressing obesity and other diet-related diseases through policy initiatives, awareness campaigns, and programs in the public schools and community. The overarching goal of these efforts is to create environments that make it easier for people who live, work, and go to school in Cambridge to eat healthy and be physically active.

#### *2013 Highlights*

- Cambridge in Motion, led by the health department, produced *A Guide to Health, Fitness and Fun for Cambridge Kids* and distributed 1,100 print copies to schools and community organizations; launched the Cambridge in Motion Healthy Market Program, which works with local convenience stores to promote and sell healthy foods and beverages; and promoted water as a healthy beverage to residents and the school community via a sticker campaign and direct outreach.

In addition, the Cambridge Public Schools and CPHD school nutrition staff launched a program in which an international dish is introduced every two months at select schools. This new fare—which includes dishes from Ethiopia and Bangladesh—reflects the diverse cultures of the CPS community. This initiative was prompted by Cambridge in Motion focus groups with immigrant families in 2012 to learn about potential cultural barriers to participating in the Cambridge Public Schools meals program.

Cambridge in Motion is funded through a federal Community Transformation Grant to Middlesex County and is part of the statewide Mass in Motion initiative.

- The citywide Food and Fitness Policy Council, established by the health department in 2012, distributed a strategic “roadmap” for city departments and other groups aimed at improving access to healthy foods and fitness opportunities; produced six outreach videos; advised the health department on the proposal to ban the sale of large sugary beverages in restaurants; co-organized (with the city’s Community Engagement Team) focus groups with immigrant and American-born black residents on physical activity; developed and promoted voluntary food and fitness guidelines for out-of-school-time programs; and formed an urban agriculture workgroup.
- The health department and community partners awarded \$500 Let’s Move Cambridge mini-grants to ten organizations and schools to develop healthy eating and fitness activities for Cambridge children and families. Staff also produced and distributed three Let’s Move Cambridge electronic newsletters, and promoted community events and resources to members of the Let’s Move Cambridge listserv throughout the year.

The national Let’s Move campaign and the National League of Cities featured “spotlight” articles on their websites on how Cambridge is tackling childhood obesity.

Let’s Move Cambridge, coordinated by the health department, is a citywide campaign that is part of First Lady Michelle Obama’s national campaign to reduce childhood obesity.

- The School Wellness Council, comprised of Healthy Children Task Force members, updated the Cambridge Public School District’s School Wellness Policy, as required under state and federal law. The School Committee approved the revised policy in 2013, and the workgroup will draft implementation guidelines in 2014. CPHD school nutritionists co-chair the School Wellness Council.
- Health department and Community Development Department staff reviewed the menus and food quality of mobile food trucks for the 2013 Cambridge Riverfront Mobile Food Program.
- The health department co-sponsored the fourth annual CambridgeSide Run & Ride kids’ duathlon in June, which attracted 265 young competitors.
- For other school-based healthy weight activities, see “School Health.”

## Community Health and Wellness

The goal of the Division of Community Health and Wellness Programs is to promote and encourage healthy behaviors, develop public health policy, and identify opportunities for early intervention and disease prevention. Programs areas include children's dental health, men's health, domestic violence prevention, healthy weight and physical activity, early childhood literacy, and substance abuse prevention.

- In 2013, the Men's Health League attracted approximately 75 program participants; awarded mini-grants to five Cambridge groups to promote men's health; and co-hosted the 20th annual Hoops 'N' Health sports tournament and health fair, which drew over 1,000 people, including 170 players. MHL staff also participated in community outreach events that addressed the issues of HIV/AIDS, prostate health, stroke, and domestic violence.
- In addition, the MHL spearheaded a multi-agency initiative to raise awareness about the role of fatherhood in helping men and boys lead healthier lives. Activities included analyzing data from the health department's 2012 Men's Health and Fatherhood Survey; presenting with Literacy Initiative staff at the New England Fatherhood Conference; and organizing a symposium, "Fatherhood as a Public Health Priority," in conjunction with the American Public Health Association conference.
- During the 2012–2013 academic year, the Healthy Smiles program provided oral health education to 3,154 children (pre-K–4) in Cambridge schools, of whom 2,673 received a dental screening. About 20% of children screened were referred for treatment, and 3% required urgent care. In addition, staff provided oral health education and screenings to 416 children in 18 Cambridge preschools during summer and fall 2013. Of these children, 18% were referred for treatment.

In 2013, the Dental Advisory Committee focused on reducing oral health disparities among school children in Cambridge. Strategies include engaging health care providers as partners in preventing dental disease and identifying follow-up mechanisms for children who require urgent dental care. The committee, facilitated by the health department, is comprised of clinical, public health, and school staff.

- To support parents in talking and reading with their young children, the Agenda for Children Literacy Initiative led 48 workshops for 337 parents; visited 608 new parents on the Cambridge Hospital's maternity ward and in their homes; co-organized Family Literacy Fun Day, attended by 873 parents and children; sent Born to Read bags and books to 1,160 families with newborns; participated in 11 community fairs; with community partners, organized seven StoryWalks in Cambridge neighborhoods; with the Center for Families, offered 18 eight-week community playgroup sessions for young children; co-organized a 16-week session of Baby University; texted weekly literacy tips to families; launched a "We Count" early math literacy initiative; and distributed over 7,000 books to families. (For evaluation data, see ICH chapter.)

In addition, staff co-organized and facilitated an early literacy training series for 20 Cambridge family child care providers-and delivered books twice a month to 18 family child care providers.

- The Pathways to Family Success program serves low-income immigrant parents and their elementary school-aged children, with a focus on family engagement and family literacy. During

the two program cycles offered in 2013, the program organized 33 parenting and family literacy activities for 22 families.

- The department's Violence Prevention Coordinator facilitated seven Mental Health First Aid trainings for the community and city departments; gave trainings on how to identify signs of domestic violence to public school staff, medical providers, and other groups; and helped organize the annual Cambridge domestic violence candlelight vigil and a November forum, "Moving Forward with 21 Days of Questions/365 Days of Action."
- The Cambridge Prevention Coalition aims to change social norms around drug and alcohol use in the community. This substance abuse prevention program was integrated into the Cambridge Public Health Department in July 2013, relocating from the City's Department of Human Service Programs. In 2013:
  - CPHD received a three-year \$300,000 grant from the Massachusetts Department of Public Health to develop a regional approach to reduce opioid overdoses and prescription drug abuse in Cambridge, Somerville, Watertown, and Everett. Led by the Cambridge Prevention Coalition, participating communities completed an assessment of opioid misuse and overdose trends in their city or town, which will be used to develop a strategic plan. The four communities will begin implementing local and regional strategies in 2014.
  - The Cambridge Prevention Coalition launched a social marketing campaign aimed at reducing marijuana use among the city's public high school students. Activities included a workshop for parents on teen brain development and marijuana addiction; and an advertising campaign encouraging parents to talk with their teens about marijuana and set boundaries. The ads appeared in print and electronic media, including subway posters, postcards mailed to CRLS parents, and social media.

CPHD partnered with the Community Engagement Team on a year-long project to develop a standard training curriculum for Cambridge outreach workers employed by city departments and community organizations. The project is funded by the Kids Council, as part of its family engagement initiative.

## **Emergency Preparedness**

The goal of the Division of Emergency Preparedness is to increase preparedness of the City of Cambridge, other Region 4b communities, and Cambridge Health Alliance. The division creates plans for effective public health and medical response to emergencies and disasters, and provides opportunities to test and use these plans. Core functions are facilitating public health mutual aid, dispensing medication and vaccines in emergencies, training workers and volunteers for public health emergency response, and communicating critical information to the public during emergencies and disaster response. In 2013:

- CPHD staff continued working with Cambridge Health Alliance to prepare for emergencies and disasters. This work included tabletop exercises, training, and policy development. The department played a key role in implementing a protocol at all CHA ambulatory sites for responding to an infant or child abduction. This protocol, known as "Code Pink," had previously been limited to the three CHA hospitals.

- CPHD staff led the quarterly-meeting Health Care Planning Committee of the Cambridge Local Emergency Planning Committee. Committee members include representatives from hospitals, long-term care facilities, university health services, and EMS, as well as multiple city departments.
- The Senior Director of Emergency Preparedness co-organized a large regional conference, “Voices of Experience: The Impact of Violence on Health Care Settings,” which focused on planning and responding to armed intruders in health care settings. About 450 staff from hospitals, public health departments, and first responder agencies attended.
- CPHD staff participated on local, statewide, and national workgroups on topics including multi-disciplinary, regional coordination of planning and response; updating the National Health Security Strategy; and climate change adaptation.
- CPHD staff provided personal preparedness workshops for Cambridge seniors and persons with disabilities.
- Region 4b signed a memorandum of understanding with the Massachusetts chapter of the American Red Cross that further solidifies the partnership between these two groups, and their ability to prepare for, respond to, and recover from disasters.
- Region 4b staff helped coordinate the responses to the Boston Marathon bombings and weather disasters.
- Region 4b staff hosted an assistive technology fair, which highlighted technology for people with functional and access needs that could be applied at mass care shelters or at mass dispensing sites.
- Region 4b staff developed and conducted an anthrax tabletop for coalition members that tested plans for emergency dispensing sites.
- Region 4b organized trainings and a conference for the region’s Medical Reserve Corps, which includes 78 Cambridge residents.

## **Environmental Health**

The goal of the Division of Environmental Health is to protect Cambridge residents, workers, and students from environmental threats that can lead to poor health. The division assists city departments by responding to resident and business concerns; enforcing several local and state regulations; working with local academic institutions on targeted research topics; and collaborating with state and federal agencies to pursue better environmental health outcomes. In 2013:

- Staff co-facilitated the newly established Tobacco Advisory Committee, charged with updating the city’s tobacco policy to reflect new approaches for protecting nonsmokers and reducing smoking. In fall 2013, the Tobacco Advisory Committee made formal recommendations to the City Council to amend the city’s tobacco ordinance to include bans on smoking in municipal parks and open spaces; hotels, motels and inns; and in food establishment outdoor seating areas. The Committee also recommended that the City Council prohibit the sale of tobacco in all pharmacies and include e-cigarettes and similar “nicotine delivery products” in tobacco sales restrictions to minors.

The department continued to play a lead role in advocating for smoke-free housing policies in apartment complexes and other multi-unit buildings. In 2013, the department assisted Cambridge Housing Authority in establishing a smoke-free policy in all residential buildings (2,500 units), which takes effect on August 1, 2014, by providing information on tobacco policies adopted by similar agencies, meeting with concerned tenants and sharing information on the health risks of secondhand smoke, and providing a letter of support to the Cambridge Housing Authority Board of Commissioners. In addition, staff gave an informational workshop for Cambridge landlords and condominium owners on implementing smoke-free housing policies.

For tobacco control enforcement data, see “Policy, Licensing, and Regulatory” section.

- The Cambridge-Somerville Healthy Homes program made 150 home visits to families of children with asthma and elevated lead levels who reside in Cambridge and surrounding communities. The program continued to expand the role of its community health worker to include follow up clinical assessments of asthmatic children with less complex care needs.

To help clinicians understand the “real world” issues that keep some asthma patients from complying with discharge instructions, the program launched an initiative in which Cambridge Health Alliance medical residents accompany staff on home visits.

- Staff provided information about asthma and lead poisoning prevention to the community at eight informational workshops and health fairs in Cambridge, and created a public service announcement on the lowered reference level for blood lead.
- In 2013, no human cases of West Nile virus were reported in Cambridge and six cases were reported statewide. The health department and city partners engaged in the following prevention activities:
  - Ensured that all municipal storm drains in Cambridge were treated with larvicide.
  - Worked with MIT, Harvard, and the state to ensure that storm drains on private and state-owned property were fully treated.
  - Issued standing water notices to Cambridge residential property owners and provided guidance to tenants and property owners upon request.
  - Posted weekly state and local West Nile virus and eastern equine encephalitis updates on the department’s website from July through October. The department also shared information with the public via the media and the city newsletter.
  - Produced 50 metal signs with simple tips for prevention mosquito bites that were posted by the Department of Public Works in parks and playgrounds in August.
- Staff continued to address environmental health issues across the city that impact public health and safety. Interventions and investigations included large construction site impacts on abutters and others, as well as residential impacts from demolition and construction, such as asbestos and lead exposure.
- The Director of Environmental Health gave presentations on the health aspects of climate change to local, regional, and national audiences; served on the steering committee for the city’s Climate Change Vulnerability Assessment; participated in the Climate Leadership Academy; and was

appointed to a Metropolitan Area Planning Council advisory committee that will be providing guidance on the agency's Regional Climate Change Adaptation Strategy.

- Conducted 27 environmental health investigations involving mold and other pollutants.
- Biosafety: See "Policy, Licensing, and Regulatory" section.
- Licensing & Permits: See "Policy, Licensing, and Regulatory" section.

## **Epidemiology and Data Services**

The Division of Epidemiology and Data Services provides key epidemiological, data management, and analysis support to all health department divisions. The goal of the division is to monitor the overall health status of Cambridge residents.

- Staff conducted surveillance on 558 cases of communicable disease (includes confirmed, probable, suspect, contact and revoked cases) in Cambridge residents. Of these reports, 143 required clinical follow-up by public health nurses. Staff collaborated with the Massachusetts Department of Public Health, and when necessary, hospitals, universities, and schools.
- Epidemiology and public health nursing staff began using the tuberculosis module in the state's electronic disease surveillance system (MAVEN), and worked with the state to streamline notification of TB cases.
- Led the accreditation planning efforts for the department. (See "Spotlight" essay.)
- Continued to work with the city's Inspectional Services Department to enhance methods for reciprocal notification of foodborne illness complaints and follow-up.
- Produced *Children's Oral Health Surveillance Report 2000-2009: A Summary of the Healthy Smiles Screening Program*. Epidemiology staff also participated on the CPHD Dental Advisory Committee.
- Continued to work with the department's school health program on annual body mass index and fitness monitoring and reporting in the Cambridge Public Schools (see "School Health" section). In addition, epidemiology staff produced Cambridge Youth Weight Surveillance tables for four consecutive school years for CPS students in grades K-8; and convened an advisory group to inform the division's work in this area.
- As part of a Centers for Disease Control and Prevention training grant for local health departments on integrating Geographic Information Systems (GIS) in the surveillance of certain chronic diseases, the CDC produced a highlights document for grantees that featured two CPHD GIS maps and a separate poster of the CPHD project.
- Continued regional public health work with Everett, Somerville, and Watertown to build additional capacity in select public health services and to share best practices. A workforce development survey and newsletter was developed in collaboration with Region 4b staff and to inform key partners of regional efforts.

- Participated in state and national work groups, including the Massachusetts Department of Public Health's MAVEN Governance Council and the National Association for County and City Health Officials' Food Safety Workgroup.
- Through a contract with the city's Department of Human Service Programs, staff continued to serve on the steering committee for the Cambridge youth risk behavior surveys, and revised and successfully implemented the 2013 Middle Grades Health Survey. The 2012 Teen Health Survey was disseminated to key partners and published on the health department's website.

## **Policy, Licensing, and Regulatory\* Activities**

- Staff worked with multiple city departments and the City Manager's Office to develop a local strategy on placement and oversight of registered marijuana dispensaries. Staff gave a presentation on possible components of a local public health regulation at an October public hearing.
- The department submitted written testimony to the Massachusetts Department of Public Health expressing concerns about a proposed amendment to eliminate the requirement for Massachusetts school districts to notify families of their child's body mass index.
- The Chief Public Health Officer and nutrition staff provided oral and written testimony on the City Council's proposal to ban the sale of large sodas and sugar-sweetened beverages in restaurants. The testimony was delivered at the Jan. 9 meeting of the City Council's Community Health Committee.
- The Director of Environmental Health testified in support of a state bill that would grant municipal public works employees and seasonal workers in Massachusetts the temporary authority to use certain non-toxic pesticides in storm drains to prevent mosquito larvae development.
- During the annual inspections of the city's tobacco vendors, 94% of retailers did not sell cigarettes to minors and 95% of retailers did not sell cigars (including cigarillos and "rollies") to minors. The Massachusetts Tobacco Control Program target for compliance is above 90%.

These data are based on a sample of 32 Cambridge retailers that sell cigarettes and 112 retailers that sell cigar products. The compliance checks were conducted by the 6 City Tobacco Control Initiative in fiscal year 2014.

- The department licensed seven body art (e.g., tattoo, piercing) establishments and 48 practitioners; one bodywork (a form of massage therapy) establishments and two practitioners; two indoor ice rinks; and four tanning establishments.
- The Commissioner of Laboratory Animals inspects research facilities that use laboratory animals in the City of Cambridge and enforces city Ordinance 1086 by reviewing protocols, husbandry, and procedures. In 2013, there were 36 facilities using animals in research. The animals were primarily mice and rats, but included a variety of other species.
- The Cambridge Biosafety Committee, acting through department staff, enforces the Recombinant DNA Technology Ordinance and the Laboratory Biosafety Regulation. This function is carried out through presentations to the Committee, management and review of experimental protocols and

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\* This section highlights key CPHD regulatory activities but does not address the full scope of CPHD's statutory obligations.

internal laboratory safety documents, site inspection of all facilities permitted under the regulation, and general enforcement of all requirements imposed by the ordinance and regulation.

- The committee routinely requests details on the internal assessment of riskier biological practices; assignment of physical containment and procedural standards that are consistent with specific biological agents and the risks they pose; and other operational aspects of lab safety and assurance.

In 2013, the department issued permits to 90 biotechnology labs in Cambridge.

## **Public Health Nursing Services**

The department's Division of Public Health Nursing Services focuses on disease prevention and control. Core functions are communicable disease investigation and follow-up, tuberculosis prevention and control, immunizations to vulnerable populations, and community health and wellness education. In 2013:

- Public health nursing and epidemiology staff followed up on 143 communicable disease reports. In addition to routine investigations, nursing and epidemiology staff responded to two large unrelated tuberculosis exposures and a salmonella outbreak at a local chain restaurant. (See also Epidemiology and Data Services section.)
- For the 2013–2014 flu season, public health nurses administered 1,372 flu vaccines and 23 pneumonia shots at citywide flu clinics, homeless shelters, and other venues. The department hosted nine public flu clinics, including five clinics at which children as young as 6 months were vaccinated.

To increase vaccination coverage among teenagers, public health nursing and school health staff launched a marketing campaign at CRLS to motivate students get their flu shot. The campaign featured student-made videos and incentives. At the health department's one-day flu clinic at the high school, 233 students (13% of the student body) got vaccinated.

- Nursing staff continued to serve as case managers for patients with tuberculosis infection or disease. In 2013, patients with TB made 2,074 visits to the Schipellite Chest Center at the Cambridge Hospital campus, a 7% increase in patient visits from 2012. In addition, public health nurses made home visits to Cambridge residents with active or suspect TB.

The Tuberculosis Program at the Cambridge Hospital campus led group appointment sessions for patients with latent TB infection. At these sessions, CPHD public health nurses educated patients about TB disease and treatment.

- To promote senior wellness, nursing staff continued to provide monthly health seminars, exercise classes, and blood pressure screenings to Cambridge seniors at the city's two senior centers. In addition, staff continued to participate in a community task force (Community Resources for Elder Wellness) aimed at reducing accidental falls among seniors.

## School Health Programs and Services

The goal of the Division of School Health Programs and Services is to help students in grades K–12 stay healthy and in school so they can reach their academic potential. Program staff include registered nurses, nutritionists, vision and hearing specialists, and health assistants.

- Cambridge public school students made 45,042 visits to school nurses during the 2012–2013 academic year for illness, injury, scheduled medical procedures, and scheduled medication administration.
- Of the 33,059 visits to school nurses for illness and injury, only 6% resulted in dismissal from school.
- School nurses cared for 1,073 children diagnosed with a physical or developmental condition.
- During the 2012–2013 school year, 3,802 CPS elementary and high school students received a vision screening (resulting in 330 referrals for care), 3,113 received a hearing screening (resulting in 4 referrals), and 1,801 received a postural screening (resulting in 32 referrals).
- All kindergartners met state immunization requirements by November 2013, including 21 children with medical or religious exemptions. School health staff worked with CPS administration and the school district’s Family Resource Center to better enforce the Massachusetts immunization regulation for entering kindergartners.
- The School Health Program continued to provide health care oversight and clinical guidance to three Cambridge nonpublic schools, as well as private day care centers and city-managed preschools and camps. In 2013, staff provided health and medication trainings to more than 120 staff from Cambridge summer camps, the city’s Recreation Division, and employees of the city’s Department of Human Service Programs’ after-school and nursery school programs.
- Staff trained 48 Cambridge Public Schools’ bus drivers and bus monitors on how to deal with a child passenger who experiences a life-threatening allergic reaction.
- A designated school nurse continued to serve as the Health Care Liaison to the CPS Office of Special Education. In this capacity, she assessed and evaluated medically fragile preschool children entering the school system to determine what health services they would require and she worked collaboratively with the CPS Special Start program.
- School nursing and nutrition staff worked with epidemiology staff and the CPS Health and Physical Education Department to assess body mass index and fitness status of public school students in grades K–8 and body mass index of 10th graders enrolled at CRLS. In summer 2013, Health and Fitness Progress Reports were mailed to all CPS families with children in grades K–8 and body mass index report cards were mailed to all families of CRLS 10th graders.
- Nursing staff continued to work with the CRLS athletic department, school administrators, and physicians to address sports-related head injury and concussion prevention and management at the high school.

- Nutrition staff conducted 16 elementary cafeteria “tastings,” and introduced two international dishes on the high school lunch menu; helped launch salad bars at one elementary/upper school cafeteria; conducted two cooking activities for children and families; coordinated farm-to-school educational activities in the elementary and upper schools; gave 14 nutrition presentations to adults and children; and represented Cambridge in Motion at 13 outreach events.

## **Honors & Recognition**

- Cambridge was one of six U.S. communities awarded a Roadmaps to Health Prize from the Robert Wood Johnson Foundation (RWJF). At a special ceremony in Princeton, New Jersey, Cambridge was recognized for its outstanding achievements and collaborative approach in the areas of healthy eating and physical activity, strengthening families, progressive urban planning, and integrating local public health within the Cambridge Health Alliance model.
- The USDA awarded the Cambridge Public Schools a 2013 Healthier US School Challenge bronze award for demonstrating a commitment to excellence in nutrition and physical education in the district’s 12 elementary schools. Health department school nutrition staff co-authored the application.
- Claude Jacob, Chief Public Health Officer, received the Community Service Leadership Award from the Black Caucus of Health Workers at the American Public Health Association annual conference. Mr. Jacob was also reelected to the Board of Directors of the National Association of County and City Health Officials.
- Joanne Ferraro, RN, was honored at a World NO TB Day event at the State House for her exemplary contributions toward TB elimination in Massachusetts. She is part of the public health nursing team who staff the Cambridge Health Alliance Tuberculosis Program.
- Alexandra Donovan, Violence Prevention Coordinator, was honored by the Massachusetts Office for Victim Assistance (MOVA) for her creative approaches to addressing teen dating violence and the role of employers in preventing and responding to domestic violence. She also received a Certificate of Special Congressional Recognition from former U.S. Representative Edward Markey.

## **Other Activities**

- Staff produced two short public service announcements that will air on CCTV through June 2014: “After the Doctor’s Visit” and “Has Your Child Been Tested for Lead?”
- The department published a glossy bulletin highlighting the Roadmaps to Health Prize and how government and community partners are working together to create a healthier city.
- Staff authored or co-authored a total of 11 posters and oral/video presentations that were shared at the annual meeting and exposition of the American Public Health Association in Boston. Featured topics included social marketing as a tool to prevent underage drinking, facilitating a food and fitness policy council, addressing health equity at the municipal level, using peer mentorship and navigating care to improve men’s health, developing workplace domestic violence policies, regulating laboratory biosafety at the local level, and planning for climate change in Cambridge.

- The Men’s Health League organized a symposium, “Fatherhood as a Public Health Priority,” in conjunction with the APHA conference. The event attracted 80 participants.
- Staff gave presentations at other national conferences on integrating community and public health with primary care (Institute for Healthcare Improvement annual summit); the RWJF Roadmaps to Health Prize (National Association of County and City Health Officials annual conference); and the impact of climate change on public health (National Science Foundation conference).
- For National Public Health Week, CPHD produced a poster exhibit, which was displayed at Cambridge City Hall; and co-hosted the tenth annual “Real World Public Health” symposium with the Institute for Community Health for 35 public health graduate students.
- The Cambridge Peace Commission submitted formal recommendations in December to the City Manager about Cambridge establishing a sister city relationship with Les Cayes, Haiti, with a focus on public health; education and youth; and infrastructure and the environment. Claude Jacob, who serves on the Cambridge-Haiti Sister City Committee, led a fact-finding delegation to Haiti in May to meet with key stakeholders in Les Cayes. The visit was funded by the W.K. Kellogg Foundation.

## 2013 Cambridge Highlights: Community Affairs Department of the Cambridge Health Alliance

One of the greatest strengths of Cambridge Health Alliance is its ability to respond to community needs. The Department of Community Affairs helps CHA address these needs through outreach and innovative community health programs. Through these efforts, Community Affairs staff reach populations that may not have access to the health care system, informing them about health care services and helping reduce barriers to care. They also help individuals make behavior changes to support a healthy lifestyle for themselves and their families.

In 2014, the Department of Community Affairs will be renamed the Department of Community Health Improvement to better reflect its role within Cambridge Health Alliance in leading population health initiatives, and supporting local public health departments.

### **Volunteer Health Advisor Program**

The Volunteer Health Advisor Program is operated by the Community Affairs Department. The program works with faith-based and community-based organizations to recruit, train, and support Volunteer Health Advisors to provide culturally appropriate peer-based support, health education, and health promotion activities where residents live, work, and go to church.

Since its inception in 2001, the program has trained more than 800 volunteers from the Brazilian, Latino, Haitian, South Asian, African, African-American, and other communities in the CHA service area. The program is a past recipient of an American Hospital Association NOVA Award for innovative, collaborative programs that improve community health status and the 2008 Booker T. Washington Award for Wellness in Minority Health. Eleven Cambridge residents actively participated as Volunteer Health Advisors in 2013.

The program sponsored or participated in four events in Cambridge at which staff and Volunteer Health Advisors provided screenings and health education. These events included Hoops 'N' Health, Area 4 Walks, and activities organized in collaboration with the management company at Fresh Pond Apartments.

### **Cambridge Health Alliance Breast Health Initiative**

The Breast Health Initiative is a collaborative project of the departments of Radiology, Medicine, and Community Affairs, and the Cambridge Breast Center, with funding support from the Avon Foundation. Its goal is to improve access to breast health screening, diagnostic and treatment services, and patient and community outreach education. Until March 2013, another grant from the Massachusetts Affiliate of the Susan G. Komen Foundation supported community-based breast health education, outreach, and patient navigation for women and men. In 2013:

- Staff provided education and outreach at two Cambridge community events during October and held a Saturday mammogram screening event for at the Cambridge Hospital campus in February.

- The Breast Health Initiative supported patient navigators at the Cambridge Breast Center clinics at the Cambridge Hospital and Whidden Hospital campuses. The navigators provided support to women undergoing diagnostic evaluation and treatment services for breast cancer, as well as programs for breast cancer survivors.
- Patient navigators and social workers conducted a bimonthly “Living with Cancer” support group at the Cambridge Hospital campus, and three “Look Good, Feel Better” programs for cancer survivors in collaboration with the American Cancer Society.

## **Tobacco Treatment Program**

The Tobacco Treatment Program offers evidence-based tobacco treatment services to CHA patients and provides information, education, training, and resources to health care providers and community members. In 2013:

- The Tobacco Treatment Program offered four tobacco treatment groups, each for six-sessions, at the Windsor Street Health Center. Additionally, tobacco treatment staff worked with CHA’s Windsor Street staff and health care providers to set up a system for identifying and referring smokers to treatment. This multi-faceted approach includes using electronic medical records for referral and providing patients with culturally appropriate education materials. This strategy for tobacco treatment referral will be adopted by all CHA primary care sites in 2014.
- Program staff assisted the Cambridge Housing Authority in its efforts to provide health information and cessation resources to tenants as part of the development of a smoke-free policy for its residential buildings. The policy was approved by the Cambridge Housing Board and will go into effect August 1, 2014.

In preparation for the new smoke-free policy, program staff worked with the Cambridge Housing Authority to educate community members and housing staff about the dangers of secondhand smoke and make resources available to residents to help them quit. Staff presented 14 information sessions on tobacco and tobacco treatment to Cambridge tenant groups and service providers, and at health fairs.

The team also developed a social marketing campaign consisting of flyers with targeted messages to housing residents about quitting and tips sheets on cessation and staying smoke-free at home. Materials were available in multiple languages.

## **Prevention Integrated Counseling Screening and Referral Program**

The Prevention Integrated Counseling Screening and Referral Program provides confidential counseling and testing for people who may be infected with HIV, hepatitis C, chlamydia, gonorrhea, or syphilis. HIV rapid testing is available at all program sites. The program also offers fourth-generation HIV testing in which HIV antibodies can be detected in most individuals within two weeks of viral transmission.

Clients at risk for hepatitis A or B are referred for vaccination and services, regardless of ability to pay. The Prevention Integrated Counseling Screening and Referral Program also provides workshops on the transmission, prevention, and treatment of these diseases. Services are provided in English, Spanish, Portuguese, Haitian Creole, and French. Interpreters are also available. In 2013:

- HIV counseling and testing clinics were available at the Windsor Street Health Center and the East Cambridge Health Center. In fiscal year 2013, staff administered 299 HIV tests, 260 chlamydia and gonorrhea tests, 236 syphilis tests, and 116 hepatitis C tests.
- Staff provided outreach and education at community events, including at Cambridge Community Television and Hoops 'N' Health.
- Staff provided 69 group education sessions on HIV, hepatitis C, and sexually transmitted infections for Cambridge Community Corrections, Women's Place and New Day at CASPAR.

## **Cambridge-Somerville HealthCare for the Homeless**

The Cambridge-Somerville HealthCare for the Homeless program provides primary and episodic health care to homeless adults and families at two shelters in Cambridge and one in Somerville. Program staff provide street outreach and inpatient rounds at the Cambridge Hospital review. The program's mission is to provide health care services that are affordable, accessible, and acceptable to homeless men, women, and children.

In addition to primary care medical services, the program offers psychiatric care as part of the Psychiatric Residency Training Program at Cambridge Health Alliance and easy access to dental care.

In 2013, staff continued to make significant changes to the HealthCare for the Homeless program.

Highlights include:

- **Dental Care Access:** The CHA dental residency program continued to offer screenings twice a month at shelter locations, with same day treatment and follow-up at the Windsor Street Health Center's dental clinic. This approach helps homeless patients keep their dental appointments and provides quick access to care.
- **Psychiatric Services:** In 2013, the HealthCare for the Homeless program became a regular rotation site for CHA's psychiatric residency program, allowing homeless patients to receive ongoing consistent care. It is expected that a high proportion of homeless patients in this program will opt to remain in care, based on results from a year-long pilot test in which CHA psychiatry residents provided regular care to homeless patients.
- **Integration with CHA Clinical Services:** In 2013, HealthCare for the Homeless expanded its role as educators in the medical, psychiatric, and the dental residency programs at CHA. In addition, program staff regularly attended CHA's inpatient multi-disciplinary rounds, participating in discussions about care and discharge planning for homeless patients.
- **Group Appointments:** HealthCare for the Homeless received a \$2,500 grant in June 2013 from CHA's Bor Library Endowment Fund for a pilot group medical appointment project. The group appointment will bring together patients with similar issues for education, peer support, and individual exam room time with providers. The program will launch with 8 to 12 homeless men in the Cambridge Salvation Army Substance Abuse Recovery Program.

## **Women, Infants, and Children Program (WIC)**

The Cambridge-Somerville Women, Infants and Children (WIC) Program provides nutrition services for eligible pregnant and postpartum women, and for infants and children up to age 5. Services include counseling, breastfeeding support, referrals to health and social services, and checks for free healthy foods. WIC provides services at two locations in Cambridge: the Windsor Street Health Center and the Jefferson Park Housing Development. In fiscal year 2013:

- The program served 1,876 Cambridge residents from 1,134 households.
- WIC continued to work with the CHA Breastfeeding Task Force on breastfeeding support services for new mothers. WIC Breastfeeding Peer Counselors visited the Cambridge Hospital maternity suite three days a week to provide support to 515 new mothers who were breastfeeding their newborns. The program issued 791 sets of farmers' market checks to WIC clients during the WIC Farmers' Markets Week event. WIC participants could use the checks to purchase locally grown fruits, vegetables, and herbs at participating farmers' markets.
- At the Windsor Street location, WIC offered monthly Happiest Baby on the Block classes to pregnant women and new parents interested in learning techniques to sooth their crying babies. The classes were taught by bilingual trainers fluent in English and Spanish. WIC offered nine classes in fiscal year 2013, which were attended by 97 parents and providers.
- WIC is a designated voter registration agency. In the first three quarters of the 2013, the program assisted 22 Cambridge residents with voter registration.

## **Family Planning Program**

The Family Planning Program provides free and confidential reproductive health services for CHA clients. Services include access to birth control; pregnancy testing and options counseling; HIV counseling and testing; sexually transmitted infections testing and treatment; emergency contraception; fertility awareness; and healthy relationships workshops. Services are available at five sites in Cambridge. The program also provides workshops on reproductive health for youth, adults, community leaders, and providers.

- In fiscal year 2013, staff provided 261 HIV tests, 1,144 screenings for sexually transmitted infections, and 633 pap tests. Staff also dispensed 197 prescriptions for emergency contraception and 841 prescriptions for birth control.
- In fiscal year 2013, staff presented over 100 workshops on reproductive anatomy, birth control, sexually transmitted infections, puberty, self-esteem, diversity, and GLBTQ issues. In addition, staff offered weekly workshops at the Cambridge Hospital Adolescent Assessment Unit, which were attended by more than 250 patients.
- Family Planning staff participated in the Men's Health League's Hoops 'N' Health event and the Cambridge Hospital HIV Fair in 2013.

## **Reaching Out About Depression**

Reaching Out About Depression (ROAD) is a community-based program by and for women struggling with both poverty and depression. Due to a loss of funding, the program has not had paid staff since 2011, but it has continued to offer some programs with support from volunteers, the program's community advisory board, and Community Affairs Department staff.

In 2013, a small group of volunteer facilitators continued to lead monthly workshops and social events and to respond to community needs. A small annual fundraising effort supports childcare, food, and supplies for ROAD activities and events.

Nineteen women and seven children participated in ROAD activities in 2013. The women ranged in age from 26 to 60.

## 2013 Cambridge Highlights: Institute for Community Health

The Institute for Community Health (ICH) improves community health through research, evaluation, strategic planning, needs assessments, and training. ICH utilizes participatory research and evaluation approaches to generate and disseminate knowledge about public health issues affecting communities. Core to ICH's approach is the development of long-term partnerships, a commitment to co-learning and capacity building, and a deep appreciation for the diverse experiences, perspectives, values, and resources that partners contribute to community health improvement. ICH provides the tools that clients use to improve health programs in delivery systems, health centers, and local health agencies. Over the twelve years of ICH's existence, successes have included helping to increase healthy weight and physical activity and helping to improve the response to opioid overdoses.

The Institute was founded in 2000 by Cambridge Health Alliance (CHA), Mount Auburn Hospital, and Massachusetts General Hospital of Partners HealthCare as a unique partnership among health care systems. Funded by grants, contracts, and underwriters who invest to improve community health, the goals of ICH are to advance community health research; promote community health education and training; develop community action programs and policy; and forge linkages among health care systems, community partners, and academic institutions with shared objectives. ICH works both locally and nationally in areas with ethnically, economically, and culturally diverse populations. ICH's special combination of community and academic expertise has proven successful in increasing sustainable community health.

In 2013, ICH partnered with the Cambridge Public Health Department, Cambridge Health Alliance, and many local agencies and coalitions to improve and expand public health programming in Cambridge.

### **Adult Prevention and Intervention Research and Evaluation**

- **Cambridge Health Alliance HIV Services:** ICH works with the Zinberg Clinic and Somerville Hospital Primary Care at CHA on quality improvement in HIV care. In 2013, ICH analyzed data on several quality measures for internal and external reporting and created two newsletters for providers and patients. The most recent reports showed that among the 435 HIV-positive patients at CHA, 90% had received all recommended tests in the recommended time frame, and 95% indicated a high adherence to treatment.
- **Cambridge Health Alliance Tobacco Treatment Program:** ICH is the evaluator for Community Affairs Department's Tobacco Treatment Program. The group sessions help smokers implement and adhere to a quit plan. From July 2012 through June 2013, there were four groups, which each met for six sessions. ICH evaluated the program using participant satisfaction surveys and follow-up telephone surveys. Additionally, ICH assists with the reporting of Epic referrals for tobacco cessation options for CHA patients. From December 2012 through October 2013, a total of 375 patients were referred to the three cessation options: a motivational outreach call, group counseling sessions, and Quitworks.
- **Cambridge Public Health Department:** ICH facilitated seven focus groups for the Cambridge Community Health Assessment. Participating groups were the Council on Aging, the Kid's Council,

immigrant women, the Men’s Health League, the American Born Black Outreach Team, and Cambridge Housing Authority residents. (For more information, see “Spotlight” essay in the Cambridge Public Health Department chapter.)

- **Massachusetts Alliance of Portuguese Speakers (MAPS) Immigrant Integration Services Program:** ICH began work with the Massachusetts Alliance of Portuguese Speakers to develop a case study highlighting key successes of the MAPS Immigrant Integration Services Program. This program aims to help low-income, high-risk Portuguese-speaking and Cape-Verdean-Creole-speaking immigrants move out of poverty and become more stable, self-sufficient community members. The case study will be used by MAPS to effectively describe and advertise the program to local residents and potential funders. (See also “Community Health & Wellness” section in health department chapter.)
- **Massachusetts Opioid Abuse Prevention Collaborative:** ICH continued to work with the Cambridge Prevention Coalition to provide technical assistance and evaluation support for the Massachusetts Opioid Abuse Prevention Collaborative grant awarded to the Cambridge Public Health Department. Through this initiative, Cambridge, Everett, Somerville, and Watertown are working together to implement policy, practice, systems, and environmental change aimed at preventing opioid use and reducing opioid-related deaths and hospitalizations. ICH provides technical assistance on data collection and evaluates the collaborative’s prevention strategies. The initiative is funded by the Massachusetts Department of Public Health and based at the Cambridge Public Health Department.
- **Men’s Health League:** ICH continued to evaluate the Men’s Health League, based at the Cambridge Public Health Department. Along with Men’s Health League staff, ICH analyzed surveys, including a survey of 385 men focusing on men’s health and fatherhood. ICH also revised evaluation instruments for three Men’s Health League programs to reflect the current content and structure of each program. (See also “Community Health & Wellness” section in health department chapter.)
- **Project LEAP 2.0 (Linking, Engaging and Advocating with Peers):** ICH continued to serve as an evaluation partner with AIDS Action Committee (Boston, Cambridge, and Lynn sites). The evaluation project assessed the impact of an intervention designed to identify and connect individuals living with HIV to medical care, and to help them stay in care. The intervention employs the use of an integrated advocacy team comprised of case managers, mental health specialists, and peers to support individuals who are not optimally engaged in HIV medical care. During the first two years of the three-year project, 116 men and women from the Greater Boston and North Shore areas were enrolled in the intervention. Since November 2011, about 75% of participants have been linked to medical care and 70% have been connected to peer support.

## Children’s Health Research and Evaluation

- **Agenda for Children Literacy Initiative:** ICH continued to evaluate the Agenda for Children Literacy Initiative, based at the Cambridge Public Health Department. In fiscal year 2013, Agenda for Children literacy ambassadors conducted 141 first-time home visits with Cambridge parents of children up to age three. Respondents of 39 telephone surveys reported that after the home visit they experienced an increase in awareness of why it was important to talk to their young children and

what to do when reading to their child. More than 93% of respondents also reported they had changed the way they talk and read to their babies and toddlers following the home visit. (See also “Community Health & Wellness” section in health department chapter.)

- **Baby University:** ICH continued to evaluate Baby University, a citywide collaborative in Cambridge focused on parenting. ICH staff analyzed data from the 16-week session that took place in 2013. The majority of the program’s 33 graduates reported an increase in confidence as a parent; increased use of new tools and strategies for parenting; and closer relationships with their children.
- **Behavioral Health Screening:** ICH continued to evaluate the implementation of behavioral health screening for children in Cambridge Health Alliance pediatric and family medicine sites through a grant from the National Institutes of Health. On average, over 70% of pediatric patients receive a behavioral health screening at their annual well-child visit.
- **Families First Parenting Programs:** ICH worked with Families First to create an evaluation program for the organization’s parenting programs. These programs aim to increase families’ knowledge and skills in nurturing and supporting their children, with the goal of preparing their children for lasting success in school and life.
- **The Family Center:** ICH continued to work with The Family Center to evaluate three parenting programs: Parenting Journey, Parenting Journey II, and Parenting In America. ICH supported collection, management, and analysis of data from pre- and post-survey tools. Of the 173 clients enrolled in these programs in fiscal year 2013, 9% were Cambridge residents. Overall results from all three programs showed that scores improved from pre-test to post-test.
- **Healthy Children Task Force:** In 2013, the Healthy Children Task Force focused on the topic of adverse childhood experiences, which are experiences in childhood that may negatively impact social, emotional, and physical development. ICH was instrumental in providing task force members with the background needed to undertake specific steps to address adverse childhood events in Cambridge. ICH presented on other state and local initiatives and policies addressing adverse childhood events and invited community members to speak about their efforts to respond to such events. In November, the Healthy Children Task Force, in collaboration with the Kids’ Council, held an event for Cambridge leaders and service providers to increase their understanding of adverse childhood experiences so they will be better able to support children who have experienced trauma.
- **Healthy Smiles Program:** ICH worked with the Cambridge Public Health Department to develop an evaluation of department’s Healthy Smiles Program, a school-based screening program that identifies Cambridge children at risk for dental disease and refers them to care. (See also “Community Health & Wellness” section in health department chapter.)
- **Sibling Support Project:** ICH provides technical assistance on evaluation to the Sibling Support Demonstration Project, a program developed at the Eunice Kennedy Shriver Center in 2011 and currently being implemented at Cambridge Health Alliance. This family-centered, mental health care initiative supports siblings and caregivers of children and adolescents admitted for psychiatric hospitalization.

## Health Systems Research and Evaluation

- **CHA Accountable Care Organization Transformation:** ICH continued to work with Cambridge Health Alliance to evaluate the health care system's efforts to become an Accountable Care Organization and develop a Patient Centered Medical Home model. The evaluation focuses on four components: the integration of behavioral health and primary care; diabetes management; the provision of complex care; and workforce transformation. Prioritized outcomes were identified and evaluation plans established across all four areas. The data will be used for reporting to the state's Delivery System Transformation Initiative and for quality improvement purposes at CHA.
- **Cambridge Health Alliance Internal Medicine Residency Program:** The Internal Medicine residency program engaged ICH to help plan and implement an evaluation of a redesign of the program. Fiscal year 2013 evaluation activities included creating an evaluation plan for the program.
- **Cambridge Health Alliance Multicultural Affairs and Patient Services Department:** ICH continued to work on quality improvement with the Multicultural Affairs and Patient Services Department at CHA, which provides interpreter services to CHA patients. ICH engaged in organization-wide and site-specific outreach and education efforts to reduce the use of patients' family members or friends as interpreters. ICH also analyzed data from the CHA multilingual interpreting call center, which is working on optimizing staffing and ensuring that interpreters are available when they are most needed.
- **Health & Medical Coordinating Coalitions:** This project of the Massachusetts Department of Public Health (MDPH) Emergency Preparedness Bureau is designed to build capacity during preparedness, response, recovery, and mitigation, the four phases of the disaster cycle. Health and Medical Coordinating Coalitions will be established in six regions in Massachusetts. One of those coalitions, Region 4ab, will include the City of Cambridge. Boston University School of Public Health is working with MDPH to facilitate building these multi-disciplinary coalitions to include hospitals, local health departments, long-term care facilities, emergency medical services, and community health centers. ICH serves as the lead evaluator for the project.
- **Partnership for Effective Emergency Response:** From 2007 through 2013, ICH served as the evaluator for the Partnership for Effective Emergency Response (PEER), a program facilitated by Boston University School of Public Health. PEER was a collaborative effort to improve emergency communication and response among hospitals, local health departments, long-term care facilities, emergency medical services, and community health centers in 62 communities. In 2013, ICH conducted an assessment of amateur HAM radio capacity among these organizations and agencies.
- **Reducing Readmissions in a Diverse Population Project:** ICH is a research partner with the Department of Population Medicine at the Harvard Pilgrim Health Care Institute and the Cambridge Health Alliance on a trial to reduce hospital readmissions in patients at high risk for repeat hospitalizations within a 30-day period. This randomized control trial is being conducted at CHA to evaluate the effectiveness of patient navigators in reducing preventable readmissions. Patient navigators are paraprofessionals who help a patient transition from hospital to home; facilitate communication between the patient and the primary care team; and connect the patient with needed resources.

## 2013 Cambridge Highlights: Clinical Services of Cambridge Health Alliance

Cambridge Health Alliance (CHA) is an integrated health system that provides comprehensive clinical, public health, teaching, and research programs that benefit Cambridge residents.

CHA continued to be a leading provider of health care services in 2013, serving nearly 20,000 Cambridge residents. CHA also remained a leader in academic medicine, with extensive publishing and teaching activities.

A notable 2013 highlight for Cambridge Health Alliance and the Cambridge Public Health Department was that Cambridge was one of six U.S. communities to win an inaugural Robert Wood Johnson Foundation Roadmaps to Health Prize, which honored outstanding community partnerships that help residents live healthier lives. (See also the Cambridge Public Health Department chapter).

### **Systemwide Transformation**

CHA is on a multi-year journey to transform its system of care and adapt to changes within the health care industry. Achievements in 2013 include:

- **Establishing a Strategic Partnership with BIDMC.** In May 2013, Cambridge Health Alliance and Beth Israel Deaconess Medical Center (BIDMC) formed a clinical and academic affiliation to enhance the care provided by both institutions, including expanding access to care in local communities. The partnership will ensure that CHA patients continue to receive convenient, high quality services at CHA sites and direct access to specialty care for complex health needs at BIDMC.

CHA and BIDMC also implemented a shared electronic medical record to improve patient care. This allows providers at both institutions to communicate more effectively, better coordinate care needs, and collaborate on patient treatment.

- **Massachusetts Delivery System Transformation Initiative:** As part of the Massachusetts Medicaid Waiver, CHA worked closely with the state Executive Office of Health and Human Services to secure funding to support key changes across its system. CHA worked on several projects approved by the federal Centers for Medicare and Medicaid Services including:

- **Patient-Centered Medical Home Care Model:** In 2013, CHA achieved National Committee for Quality Assurance Level Three Medical Home recognition for four primary care sites, including Cambridge Family Health and Cambridge Family Health North.

Other CHA primary sites in Cambridge are actively working to become recognized as Patient-Centered Medical Home sites in 2014. The “patient-centered medical home” is a growing model of primary care that emphasizes care coordination and communication. The benefits include higher quality care, lower cost, and improved experience of care for patients and providers. By the end of 2014, it is expected that more than 50,000 CHA primary care patients will be cared for in a patient-centered medical home care model.

- **Integration of Primary Care and Behavioral Health:** As a major provider of primary care and behavioral health services, CHA is developing a collaborative care model that integrates both

types of services. This will make it easier for patients with mental health needs and those suffering from ongoing mental illness to get the care they need in the setting that they can access and they trust. In 2013, CHA piloted the integration model at several primary care sites, including the East Cambridge Health Center.

- **Complex Care Management Teams.** High-risk patients with many medical and social needs are finding additional support through CHA’s new care management teams. This structure helps patients with the greatest health risks schedule and keep appointments, and manage their health more effectively, which is expected to both improve health outcomes and promote more cost-effective care. CHA care managers are working at Cambridge Family Health and Cambridge Family Health North.
- **Patients with Diabetes:** CHA began developing an evidenced-based team approach to help its patients with diabetes. This includes pharmacist-led diabetes management services and nurse-led patient education and self-management coaching. These services will be introduced at the Cambridge Primary Care Center in 2014.
- **Tobacco Treatment Program.** The Tobacco Treatment Program, based at the Community Affairs Department, offers evidence-based tobacco treatment services to CHA patients and provides information, education, training, and resources to health care providers. (For 2013 highlights, see Community Affairs Department chapter.)

## Primary Care

In 2013, CHA remained a leader in primary care and continued to serve patients of all ages at seven primary care practices in Cambridge. Services at these practices include Pediatrics, Family Medicine, Adolescent Medicine, Internal Medicine, and Geriatrics.

CHA also continued to provide primary care specialty programs for specific populations. Older adults continued to benefit from the CHA Elder Service Plan and House Calls program, both of which provide resources and support to older adults so that they can stay healthy in their own homes. Population-sensitive primary care was provided through the Cambridge-Somerville HealthCare for the Homeless program (see Community Affairs Department chapter) and the Zinberg HIV clinic.

## Emergency Medicine

The Emergency Department at the Cambridge Hospital campus cared for patients who made more than 30,000 emergency visits in fiscal year 2013.

The average wait time to be seen at the Cambridge Hospital Emergency Department during this time was under 15 minutes. This is 60% better than the Massachusetts average of 38 minutes (as reported on the Medicare.gov Hospital Compare website).

## Obstetrics, Gynecology & Women's Health

CHA has a diverse team of providers (midwives, nurse practitioners, obstetricians, and family medicine physicians) who provide well-woman care, maternity services, and gynecologic surgery. In fiscal year 2013, CHA continued to provide women with the ability to choose a provider and a style of care with which they feel most comfortable, and helped growing families by delivering more than 1,200 babies.

CHA staff continued to improve the care of women and newborns. An innovative initiative launched by staff at the Cambridge McGovern Maternity Suite reduced the rate of hypoglycemia in newborns by almost 50%. The clinical outcome was a result of a practice change to delay bathing newborns until they are at least 12 hours old, which gives babies more uninterrupted time with their mothers and helps them recover from the stress of birth.

## Behavioral Health

A recognized leader in psychiatry, CHA provides mental health services to patients across the entire spectrum of care. This included hospital programs for all ages, 24-hour psychiatric emergency care, and office visits for patients with health needs ranging from mild anxiety to severe and chronic mental illness.

Specialty programs for CHA's diverse patient population in Cambridge include the Portuguese Mental Health Program, the Latino Mental Health Program, the Haitian Mental Health Program, and a mental health clinic for African-American patients.

The CHA Department of Psychiatry also addresses mental health issues at the community level, including response to traumatic events.

2013 Highlights:

- **Cambridge Safety Net Collaborative:** The Cambridge Police Department's Safety Net Collaborative—a partnership between the police, mental health providers at Cambridge Health Alliance, the school district, and the city's Department of Human Service Programs—aims to reduce youth involvement in the juvenile justice system through coordinated prevention, intervention, and providing structured activities for at-risk children. Since its founding in 2007, the collaborative has successfully diverted hundreds of Cambridge youths into activities, such as athletic leagues and after-school programs, and linked them to counseling and mental health services.

In 2013, James Barrett, PhD, who heads the mental health assessment and treatment part of Cambridge Safety Net Collaborative, and Cambridge Police Commissioner Robert Haas shared the positive results of this effort at the 2013 National Summit on Law Enforcement Leadership in Juvenile Justice.

- **Marathon Bombing Recovery:** Child Psychiatrist Nancy Rappaport, MD, continued to play a lead role in supporting Cambridge schools and families during crises. Following the 2013 Marathon bombings, Dr. Rappaport provided support and counseling to teens and young adults who knew the bombing suspects or were traumatized in the aftermath of the events. Her work included individual counseling, holding meetings with teens and families, and serving as a resource to the school district.

In addition, the Center for Homicide Bereavement, a part of Cambridge Health Alliance's Victims of Violence Program, offered four Marathon Bombing support groups at no cost to people who were

injured at the marathon or in the vicinity of the finish line. Four-week group sessions were offered in May, June, and September.

- **New Models to Care for Children with Behavioral Health Needs:** Cambridge Health Alliance is developing new ways to provide mental health services in pediatric primary care settings. Through a project based at the CHA Windsor Street Health Center, child psychiatry and pediatric providers are working together to better serve the needs of children and teens. Pediatric patients with the greatest mental health needs are identified and referred with their families for consultation. The program model engages primary care, mental health, and family support providers in helping families address their child's needs. The project also includes an evaluation component to determine whether the model is effective in improving health outcomes for CHA's young patients. This three-year effort is funded through a grant from the Blue Cross Blue Shield of Massachusetts Foundation.

## High Quality Inpatient and Specialty Care

CHA continued to provide expert medical, surgical, and overnight hospital care at its Cambridge Hospital campus. In 2013, CHA's inpatient hospital services were recognized for high quality with an "A" Patient Safety Score from The Leapfrog Group, an independent national nonprofit run by employers and other large purchasers of health benefits. The A score was assigned to U.S. hospitals based a record of preventing medical errors, injuries, accidents, and infections.

## Academics

CHA provides top academic experiences for medical students, residents, and trainees through its Harvard and Tufts teaching programs.

- **Undergraduate Medical Training:** CHA plays an important role in medical education, teaching both Harvard and Tufts medical students. In 2013, CHA continued to attract Harvard Medical School students for its Cambridge-based Integrated Clerkship program, and received national attention for its efforts.
- **Graduate Medical Training:** CHA became part of the Harvard Center for Primary Care's new Academics Innovations Collaborative, which helps align resident training curricula with system transformation. Through this effort, CHA is changing the way residents learn about patient care, and providing them with a greater understanding of the patient-centered medical home model and the benefits of interdisciplinary teamwork.
- **Faculty Accomplishments:**
  - Marie-Louise Jean-Baptiste, MD, was awarded the Harvard Medical School 2013 Charles McCabe Faculty Prize for Excellence in Teaching. This honor is bestowed on Harvard's most outstanding medical educators, a select group of the school's leading teachers.
  - Four Harvard Macy Institute scholarships were awarded for CHA projects this year to support innovation among faculty and staff. The Harvard Macy Institute is a collaborative of Harvard Medical School, Harvard Graduate School of Education, and Harvard Business School meant to address to challenges in medical education.

- CHA Internal Medicine resident Dr. Firas Naji recently published two medical web applications (Medical Spanish and Medical French), which Apple named to its list of the 12 "New and Noteworthy" apps for 2013. Medical Spanish was also included in Apple's "Top Ten Essentials" list for health care providers.

## **Commitment to Diversity**

To serve a highly diverse patient population, CHA relies on its outstanding staff in Multicultural Affairs and Patient Services. In 2013, these interpreters assisted patients during more than 190,000 encounters in 40 languages. By removing language barriers, patients were better able to communicate with their care teams and to access care. CHA offers a multilingual Doctor Finder Service for its primary care sites as well. This team helps new patients get connected to primary care in Cambridge and across the CHA system, based on patient preference.

Cambridge Health Alliance was also recognized as a "Leader in LGBT Healthcare Equality" in the Healthcare Equality Index 2013. This annual survey is conducted by the Human Rights Campaign Foundation, the educational arm of the country's largest lesbian, gay, bisexual and transgender (LGBT) organization. CHA earned top marks for its commitment to equitable, inclusive care for LGBT patients and their families, who can face significant challenges in securing adequate health care.

## **CHA Media Highlights and Other Recognition**

In 2013, CHA was featured in local and national media for its clinical, research, training, and advocacy work. Highlights include:

- The *Huffington Post* featured CHA child and adolescent psychiatrist Dr. Nancy Rappaport who gave advice on how to counsel kids returning to school after the Boston Marathon tragedy.
- Susan Morrissey, BSN, MS, CHA's nurse manager for Women's Health, was named a 2013 March of Dimes Nurse of the Year.
- The *Boston Globe* featured OB/GYN physician Dr. Sarah Crane, in a Health & Wellness story on menopause and birth control.
- Industry publication *Nursing Spectrum* profiled Cambridge Hospital ED nurse Jennifer Wallace, RN, the Metro Boston Emergency Medical Service Council's 2012 EMS Nurse of the Year.
- Josefine Wendel, RD, MS, school nutrition coordinator for the Cambridge Public Health Department, was featured in a Boston.com nutrition blog about the city's success implementing body mass index testing and fitness progress reports in the Cambridge Public Schools.
- ABC's Good Morning America, Rock Center, and *The New York Times* highlighted remarks by CHA's Pieter Cohen, MD, on the sports supplement dimethylamylamine (DMAA).
- ABC News highlighted research on problem gambling by CHA's Division on Addiction. The story featured Sarah Nelson, PhD, the division's Associate Director for Research.

- Karen Hacker, MD, former senior medical director of public and community health at CHA, discussed the impact of immigration enforcement on health for an ABC News/Univision story.
- The World Bank published a paper on Massachusetts Health Care Reform written by Robert Janett, MD, a CHA primary care doctor, as one of their studies on universal health coverage.
- Anne Fabiny, MD, chief of geriatrics at Cambridge Health Alliance and medical director of the Cambridge-based Elder Service Plan, was featured twice in Harvard Health Publications.

### **Other CHA News**

CHA played a major role at the 14th Annual International Summit on Improving Patient Care in the Office Practice and the Community, presented by the Institute for Healthcare Improvement. The conference featured several presentations from CHA staff, including Chief Public Health Officer Claude-Alix Jacob, titled “Integrating Community and Public Health with Primary Care to Achieve Population Health.”